

Summary of consultancy results

The main purposes of the assignment were:

1. Mentorship support provision in designing, planning, and conduction of the participation processes for GIZ selected partners.
2. Mentorship support provision in co-facilitating and moderating the participatory processes in the respective communities (expert on moderation & facilitation).

The consultant provided following types of mentorship support to the partner institutions:

- participation process planning;
- co-moderation and facilitation of one of the participation events within the process.

The consultant provided mentorship support to Dnipro Polytechnics University Library and Petropavlivka rayon Department of Culture and Tourism.

Mentorship support in design of participation process

Based on the results and findings of the assessment and planning a visit to the GIZ partner institutions, the consultant developed the draft concept of participation process that included detailed guidelines for the partner institution on stakeholders analysis and engagement, support in planning and conducting bilateral meetings with stakeholders, identifying potential participants of the participatory event. Moreover, the consultant on participation developed the program on the planned participation event as well as guidelines for venue set up.

Design of the participation process and event

The consultant developed the participation process/event for GIZ partner institutions that included participation process objective, approach, agenda, methodology, steps and phases of the entire process.

The consultants also provided the GIZ partner institutions with list of involved stakeholders and to-do-list with tasks and responsibilities for the implementation of the participation process.

Distant consultations on planning the participatory process, facilitation and moderation of the participation process

The distant consultations have been provided by the consultant to support the partner institutions, on the following topics:

- Development of the normative documentation;
- Planning of the participation process (step by step approach);
- Planning of the participation event in the Open Space format;
- Selection of the stakeholders who shall be invited to the participation process;
- Preparation of the formal decision and its documentation.

The consultant also provided distant consultations to support the partner institutions (especially personnel, who was trained on the topic of participation & moderation), on the following topics:

- Preparation of the venue for the participation event;
- Invitation and preparation of the participants of the participation event;
- Selection of the proper tools and methods to be used during facilitation;

- Planning of facilitation concept for the event (involving the trained facilitator/moderator of partner institution).
- Recommendations for moderation/facilitation of the further participation events to achieve required results and decisions (in case the decision has not been taken after the first participation event).

The schedule of the respective consultations are attached as Annex 1.

Moderation & facilitation of the participation event

The consultant supported the partner institutions in co-moderation/co-facilitation of the participation event to the trained partner. The focus during the moderation and facilitation was made on achieving and taking concrete agreements as the basis to formal decisions.

Dnipro

Date: 11-12.02.2019

Place: Dnipro Polytechnics University Library

Number of participants: 52

Participants: vice-rector, directors of university departments, professors, students, staff of library, leaders of partner NGOs, representative of local media.

The consultant developed the participation process/event for GIZ partner institutions.

The participation process objective was identified as following:

- Design and implement concrete action aimed at creating an university space in a structured and collaborative way with all stakeholders, and bolster the ability of the implementation team to engage key internal and external stakeholders for joint action and become drivers for change.

Agenda

Day 1.	Day 2.
09:00 Welcoming Coffee	09:30 Morning news
09:30 Opening. Introduction. Working agreements. Creating the agenda	10:00 Session 5. Discussion groups
10:30 Session 1. Discussion groups	11:15 Reading of discussion protocols // Integrated coffee break
11:45 Break	12:00 Planning of next steps
12:00 Session 2. Discussion groups	13:30 Presentation of working groups
13:15 Lunch	14:15 Closing circle
14:15 Session 3. Discussion groups	15:15 End of the Open Space event
15:30 Break	
16:00 Session 4. Discussion groups	
17:15 Evening news	
18:00 End of day 1	

Methodology

The participatory event took place in an Open Space format. Open Space is a technique for running meetings where the participants create and manage the agenda themselves. Sessions can be for between five to 2000 plus people. This method is ideal if you want participants to gain ownership of an issue and

come up with solutions. Participants agree on the areas of discussion that have importance for them and then take responsibility for facilitating the sessions.

In Open Space event the participants created and managed their own agenda of parallel working sessions around a central issue **"What services/projects we need to implement to make our public space a lively university centre?"** (.).

The facilitators ensured that within the Open Space:

1. All of the issues that are MOST important to the participants will be raised;
2. All of the issues raised will be addressed by those participants most qualified and capable of getting something done on each of them;
3. In a time as short as one day, all of the most important ideas, discussion, data, recommendations, conclusions, questions for further study, and plans for immediate action will be documented in one comprehensive report;
4. After an event, all of these results will be made available to an entire community within two days after the event;

The mentors developed and provided detailed instructions for organizers and co-facilitators on convening the working group, the venue set-up, event preparation, and involvement of participants.

During the event mentors supported the co-facilitators in setting up an open space ambience in order to facilitate conversation and collaborative service/project design for the university public space. During the final discussion session participants set up task forces and prepared next steps to implement the project.

Participants have had five rounds of conversation in response to defined questions, developing insights through multiple conversations with a diverse number of people, and expanding the collective knowledge of the group. In this way participants gathered a wide range of inputs that contributed to development of more robust solutions for public spaces.

Steps and phases of the entire process

- Disseminate the results of the World Cafe event among the event participants and other stakeholders;
- Convene a working group and conduct a working meeting in order to clarify (finalize) the issue for the participatory event and create a list of invitees;
- Conduct bilateral engagement conversations with potential invitees - internal and external stakeholders - to create the resonance in the university and city for the participatory event;
- Conduct a two-day participatory event aimed at designing projects/services that will implemented in the public space and create task forces for implementing these projects;
- Conduct follow-up/planning meetings with task forces in order to clarify the work plans for the task forces;
- Conducting regular review meetings with task forces on the development of the projects.

The detailed concept of the event with description of stakeholders that should be invited, agenda, and to-do-list is attached as Annex 2.

Documentation of decisions

The consultant supported the partners institution with guidelines for documenting and follow up the results of the participatory event with the participants. The participants of the Open Space event received a photocopy from all the discussion groups. The photocopy of the event is attached as Annex 3.

Event report is also available at OpenSpace Works web-site http://openspace.works/dnipro_os

Special emphasis has been taken on the decision taken based on the results of the participation event. The consultant supported the GIZ partner institution in documenting the decisions agreed during the Open Space event. The draft of the officially documented decision following the Open Space event at Dnipro Polytechnics University Library is attached as Annex 4.

Risks that can occur in the future

Risks and challenges in transformation process:

- Unsustainable finance support and lack of team understanding and capacity to diversify funding;
- High resistance of the university staff for implementation of the project;
- Insufficient Container building (absence of committed core group that include different stakeholders to carry the process in collaboration);
- Too much focus on technical/legal/structural issues instead of on building collaboration and dialogue (process management, relationship management, trust-building);
- Lack of knowledge and understanding the need for regular needs assessment;
- Little flexibility of the university structures and unwillingness regularly to revise and update the programmatic framework;
- Insufficient communication between partners or implementing stakeholders;
- Lack of transparency in the communication and decision-making process;
- Too little focus on maintaining the core group's commitment;
- Loss of motivation of participating partners after the GIZ funding will finish;
- Insufficient engagement process for the integration of new stakeholders for ensuring financial and programmatic sustainability and insufficient adjustment of strategies to a new situation
- Insufficient investment into integrating the goal/content/objectives into stakeholder institutions;
- Fragmented success stories rather than system-wide solutions.

Recommendations for regarding further interventions and follow up

In order to support the participatory implementation of the project we recommend the following actions:

- Conduct quarterly meetings with key stakeholders (including partners and beneficiaries) to present the updated project implementation strategy and programmatic framework of the event space;
- Draw on beneficiaries and partner experience for context understanding and opportunities while updating the strategy of the event space;
- Encourage open discussion formats with stakeholders/partners, and practice check-ins without explicitly naming them to improve the dialogue quality within the Container;
- Conduct regular research of the 'portrait of the client' and use received data for updating the programmatic framework of the event space;
- Pay attention to gender sensitive marketing of the new event centre in regards to non-bias in advertising as well as the language and images selected to promote your product or service.

Also we recommend to focus more on building team effectiveness and collaboration:

- Check on team health, psychological and physical, and encourage mutual support;
- Pay attention to gender balance and gender awareness in the team:

- provide training regarding the effects of gender diversity on team processes and performance;
 - training on gender sensitive communication within the team;
 - establishing clear team norms that ensure gender parity, conversation equality, and psychological safety;
 - regularly gathering feedback on team member experiences vs. their expectations – and pay particular attention to any signs of conscious or unconscious bias;
 - consistently closing gaps between team member experiences and expectations across key relationships – those between team mates, with the team leader, and across teams with shared goals.
- Check if team members are sufficiently equipped to handle responsibilities and arrange appropriate training/capacity building especially regarding service development, marketing;
 - Ensure that mechanisms for complaints and disagreements are set up;

Petropavlivka

Date: 17.04.2019

Place: Petropavlivka, house of culture

Number of participants: 39

Participants: mayor, director and teachers of local schools, staff of cultural institutions, libraries, young people, IDPs, farmers, small entrepreneurs, leaders of local NGOs, representative of local media.

The consultant developed the participation process/event for GIZ partner institutions.

Objectives:

- Encourage participant to new thinking and open mindedness in a situation scarce community resources;
- Develop ideas for creating the public space/community centre in Petropavlika and proposals which can gain support among wide range of stakeholders;
- Set aside disagreement and focus on constructive search for common ground and efficient actions to deal with issue of scarce resources.

Agenda

09:00 Welcoming Coffee
 09:30 Opening. Introduction. Working agreements. Creating the agenda
 10:30 Session 1. Discussion groups
 11:45 Break
 12:00 Session 2. Discussion groups
 13:15 Lunch
 14:15 Session 3. Discussion groups
 15:30 Reading discussion protocols // Integrated coffee break
 16:00 Planning of next steps
 17:30 Presentation of working groups
 18:00 Closing circle
 18:30 End of the Open Space event

Methodology

The participatory event took place in an Open Space format. Open Space is a technique for running meetings where the participants create and manage the agenda themselves. Sessions can be for between five to 2000 plus people. This method is ideal if you want participants to gain ownership of an issue and come up with solutions. Participants agree on the areas of discussion that have importance for them and then take responsibility for facilitating the sessions.

In Open Space event the participants created and managed their own agenda of parallel working sessions around a central issue **"What services/projects we need to implement to make our public space a lively community centre?"**.

The facilitators I ensured that within the Open Space:

1. All of the issues that are MOST important to the participants will be raised;
2. All of the issues raised will be addressed by those participants most qualified and capable of getting something done on each of them;
3. In a time as short as one day, all of the most important ideas, discussion, data, recommendations, conclusions, questions for further study, and plans for immediate action will be documented in one comprehensive report;
4. After an event, all of these results will be made available to an entire community within two days after the event;

The mentors developed and provided detailed instructions for organizers and co-facilitators on convening the working group, the venue set-up, event preparation, and involvement of participants.

During the event mentors supported the co-facilitators in setting up an open space ambience in order to facilitate conversation and collaborative service/project design for the public space. As well as speaking and listening, individuals will be encouraged to prepare reports that were shared with the larger community. During the final discussion session participants set up task forces and prepare next steps projects.

Participants have had four rounds of conversation in response to defined questions, developing insights through multiple conversations with a diverse number of people, and expanding the collective knowledge of the group. In this way participants gathered a wide range of inputs that contributed to development of more robust solutions for public spaces.

Phases/steps of process:

- Disseminate the results of the World Cafe event among the event participants and other stakeholders;
- Convene a working group and conduct a working meeting in order to clarify (finalize) the issue for the participatory event and create a list of invitees;
- Conduct bilateral engagement conversations with potential invitees to create the resonance in the community for the participatory event;
- Conduct a one-day participatory event aimed at designing projects/services that will be implemented in the public space/community center and create task forces for implementing these projects;
- Conduct follow-up/planning meetings with task forces in order to clarify the work plans for the task forces;
- Conducting regular review meetings with task forces on the development of the projects.

The detailed concept of the event with description of stakeholders that should be invited, agenda, and to-do-list is attached as Annex 5.

Documentation of decisions

The consultant supported the partners institution with guidelines for documenting and follow up the results of the participatory event with the participants. The participants of the Open Space event received a photocol from all the discussion groups. The photocol of the event is attached as Annex 6.

Special emphasis has been taken on the decision taken based on the results of the participation event. The consultant supported the GIZ partner institution in documenting the decisions agreed during the Open Space event. The officially documented decision following the Open Space event at Petropavlivka Culture Centre is attached as Annex 7.

Risks that can occur in the future

Risks and challenges in transformation process:

- Unsustainable finance support and lack of team understanding and capacity to diversify funding;
- Team is lacking capacity for regular needs assessment and updating the programmatic framework for the co-working;
- No structures in the community that provide space for real participation;
- Insufficient engagement process for the integration of new stakeholders for ensuring financial and programmatic sustainability and insufficient adjustment of strategies to a new situation;
- Fragmented success stories rather than system-wide solutions.

Recommendations for regarding further interventions and follow up

In order to support the participatory implementation of the project we recommend the following actions:

- Check if partners and participating stakeholders are well connected through meetings and regular communication
- Check if there is room for testing new approaches, solutions or ideas;
- Ensure that stakeholder jointly review and adjust planning;
- Ensure that sufficient attention is given to the integrity and dignity of all partners;
- Ensure that differences of partners/ stakeholders are acknowledged;
- Ensure that regular stakeholder meetings are conducted in a way that they allow for high quality dialogue;
- Ensure that stakeholder exchanges focus on consensus building while acknowledging different perspectives;
- Focus on creating governance and steering structures that are representative and collaborative, as well creating communication structures that are inclusive and integrate different perspectives;
- Ensure that strategy and impact is jointly reviewed by all partners/stakeholders involved;
- Ensure that there is a focus on complementary contribution between similar initiatives within the Culture centre 'KVITKA';
- Ensure that roles and responsibilities are clearly defined.

Also we recommend to focus more on building team effectiveness and collaboration:

- Provide additional capacity building on organizing participatory events in the community that should focus on community needs assessment, mobilizing local resources, working with volunteers;

List of Annexes

Annex 1. Schedule of mentorship and the distant consultations

Annex 2. Concept of the participatory event at Dnipro Polytechnics University Library

Annex 3. Photocol of the Open Space event at Dnipro Polytechnics University Library

Annex 4. Draft of the officially documented decision following the Open Space event at Dnipro Polytechnics University Library

Annex 5. Concept of the participatory event at Petropavlivka public library

Annex 6. Photocol of the Open Space event at Petropavlivka public library

Annex 7. Officially documented decision following the Open Space event at Petropavlivka public library

Annex 8. List of Participants (Dnipro)

Annex 9. List of Participants (Petropavlivka)